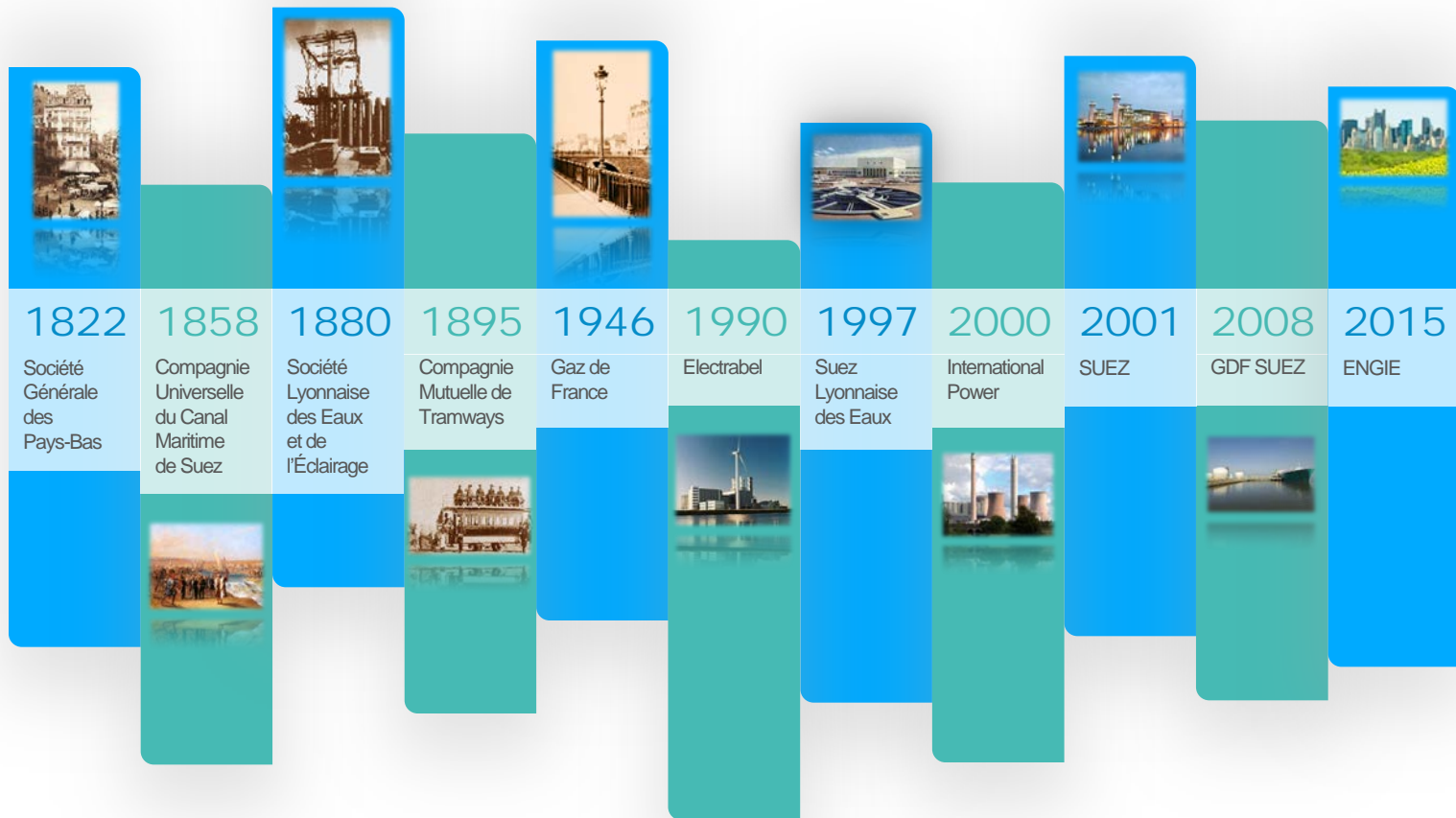




Our Business Globally and in North America



A Global History of Services in Public Utilities



ENGIE, a Forerunner in the New Energy World

The new energy world is characterized by **decarbonization**, **decentralization** and **digitalization**.



DECARBONIZATION

Worldwide RES
annual additional
capacity by +70% by
2030



DECENTRALIZATION

Decentralized
solutions to more
than double by 2030



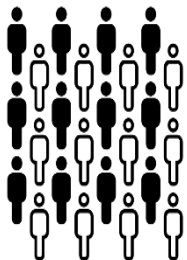
DIGITALIZATION

Digital changes
energy systems and
improves customer
offers

In this context, ENGIE's ambition is to be a **forerunner**.



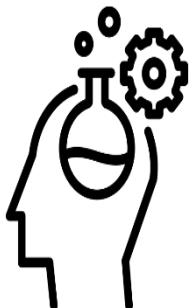
2016 ENGIE Profile



153,090
employees worldwide



Operations in
more than 70
countries



ENGIE Fab
1,000 researchers and
experts in 11 R&D centers



ENGIE Digital
new entity dedicated to the
Group's digital transformation



€66.6 billion
REVENUES

€10.7 billion
EBITDA

€22 billion
investments
over 2016-2018

An Organization Close to the Customer

5 'Métiers'

Compact teams working transversally across BUs and geographies to ensure, for each of the Métiers, consistency, collaboration and cross-fertilization



Gas chain



Centralized generation



Decentralized solutions for cities and territories



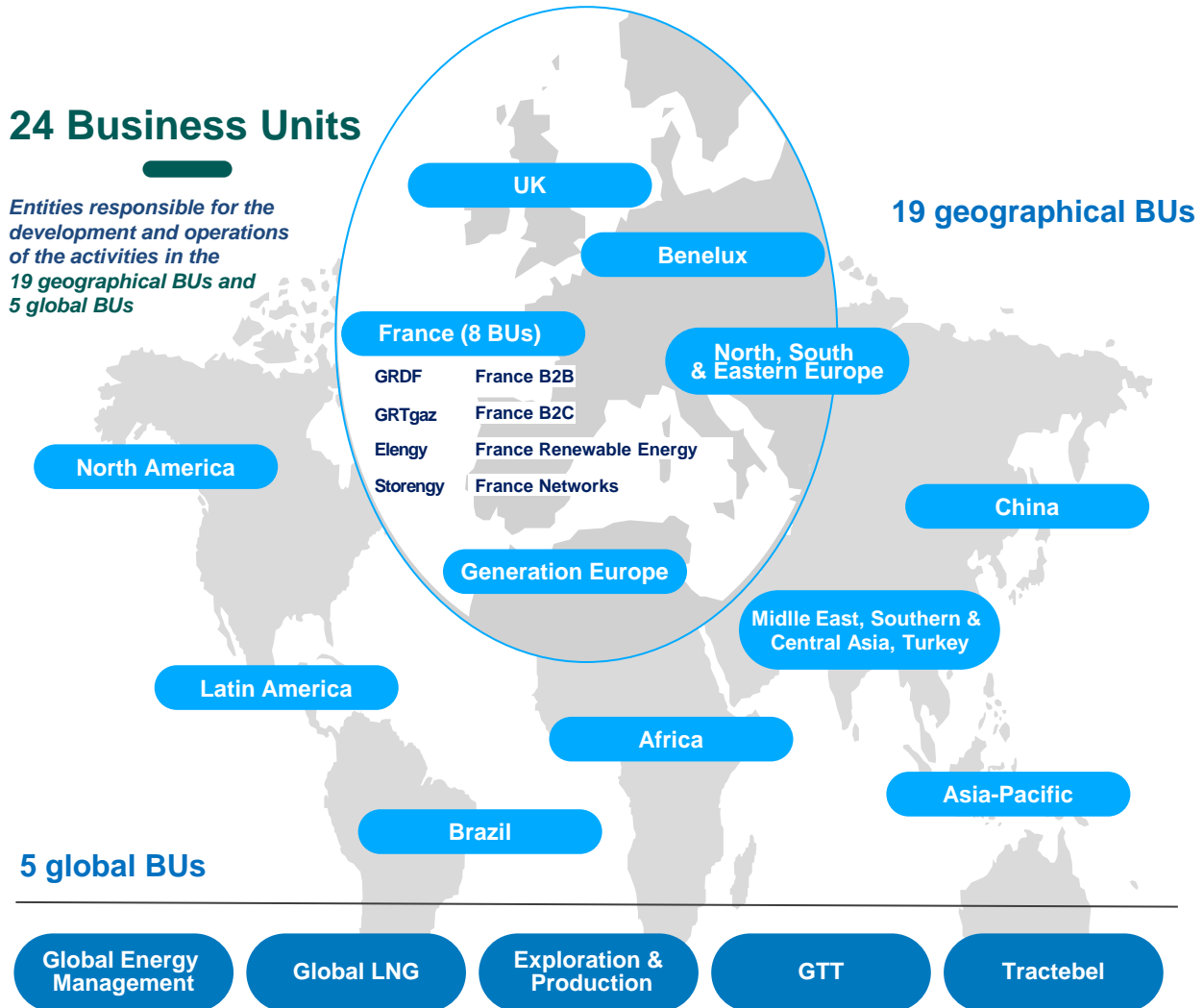
Solutions for businesses



Solutions for residential and professional clients

24 Business Units

Entities responsible for the development and operations of the activities in the 19 geographical BUs and 5 global BUs



Our Three Growth Businesses

Building on its wide expertise and strong international positions in the fields of electricity, natural gas and energy services, ENGIE focuses on three businesses:

- Low-carbon electricity production
- Development and management of global infrastructure and networks (gas-electricity)
- Customer solutions and services for residents, businesses, cities and territories



Low CO₂ Power Generation Business



1st World's leading independent producer

117.1 GW Power production capacity installed

21.5 GW Renewable power production capacity installed (18.3 % of fleet)

8.1 GW Power production capacity under construction



Global Networks Business



1st

Europe's leading distribution network for natural gas

1st

Europe's leading importer of liquefied natural gas

1st

Europe's seller of natural gas storage capacity

105 billion cu m

Natural gas supply per year

Customer Solutions Business



1st

World's leading provider of energy-efficiency services

228

Urban heating and cooling networks operated in 13 countries

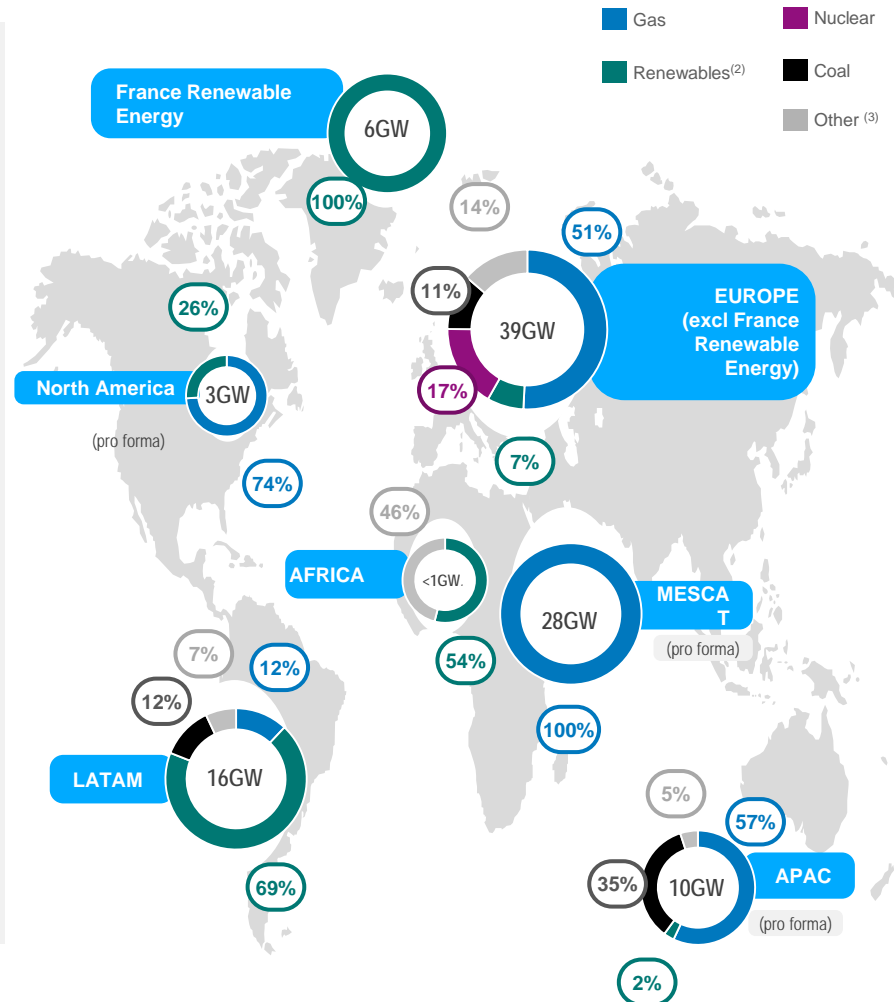
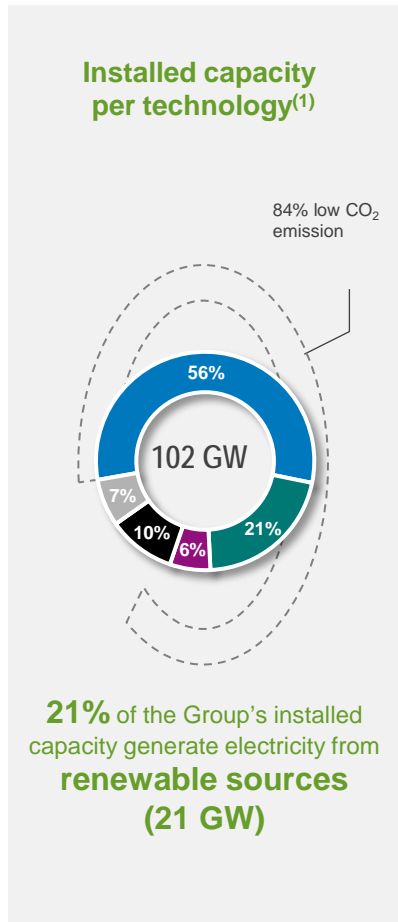
21 million

Individual and professional contracts in Europe

140 million sq m

Under management in the tertiary sector

A Low-carbon Generation Portfolio, with 21% Fueled by Renewables



- (1) 30/06/2016 figures at 100% – announced disposals pro forma (merchant US, Indonesia and India)
- (2) Excl hydro pumped storage capacities
- (3) Incl hydro pumped storage capacities

A Strategy and Transformation Plan In Line with Our Environment's Evolution

1 ambition

A FORERUNNER IN THE NEW ENERGY WORLD

3 objectives

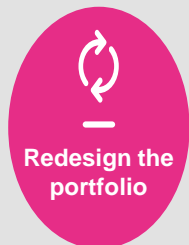
CONTRACTED / REGULATED BUSINESS
EBITDA > 85%
Through reduced exposure to commodity prices

2018
horizon

LOW CO₂ ACTIVITIES
EBITDA > 90%

CUSTOMER SOLUTIONS
EBITDA growth > 50%

4 pillars for
2016-2018
transformation
plan



€22 bn
CAPEX of which €7 bn in maintenance

€15 bn
Asset rotation



€1.5 bn
Emerging technologies and future business models



€1 bn
Performance program

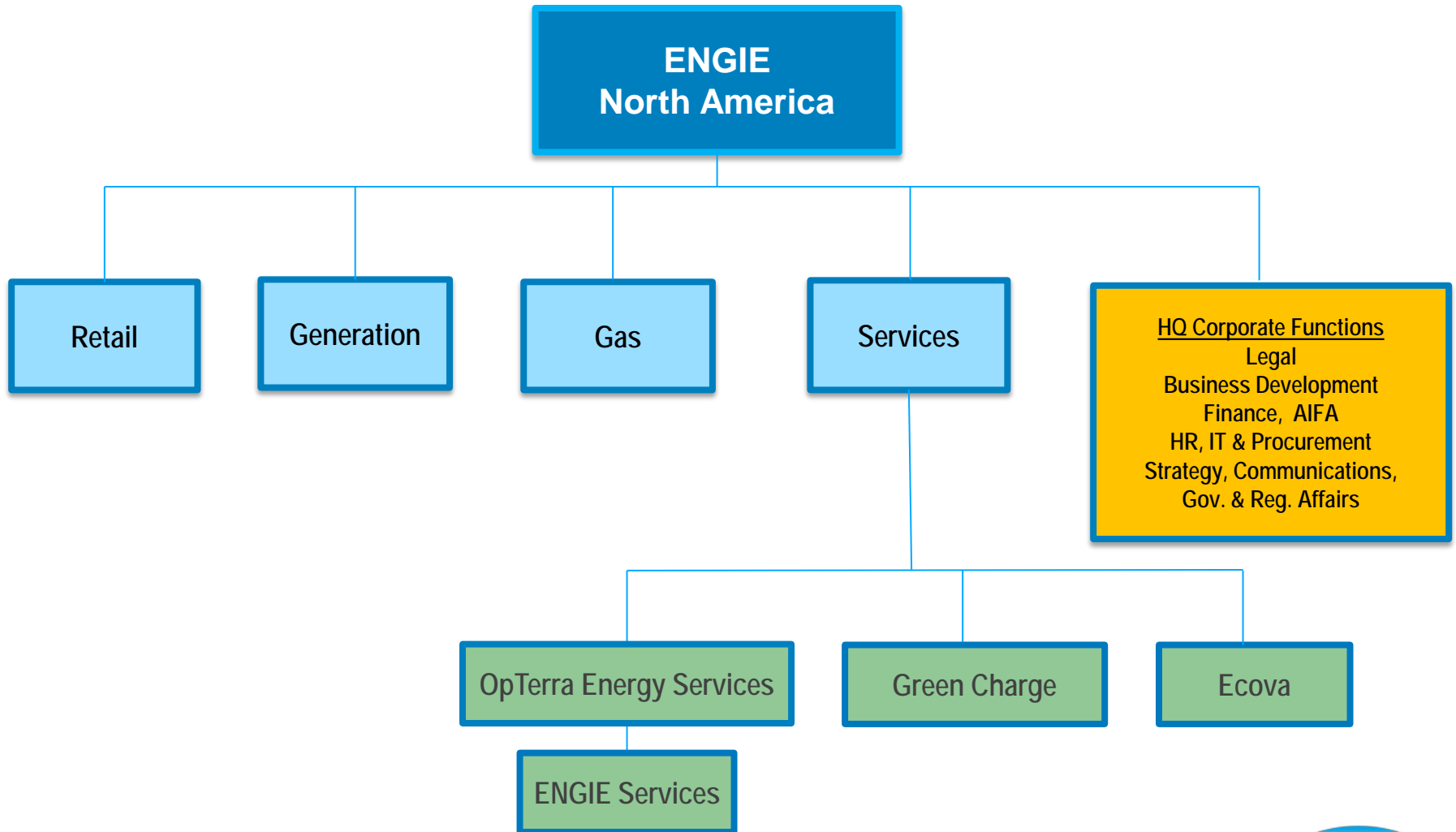


Stakeholders management
Support change

This Century's Evolution of Our North America Business



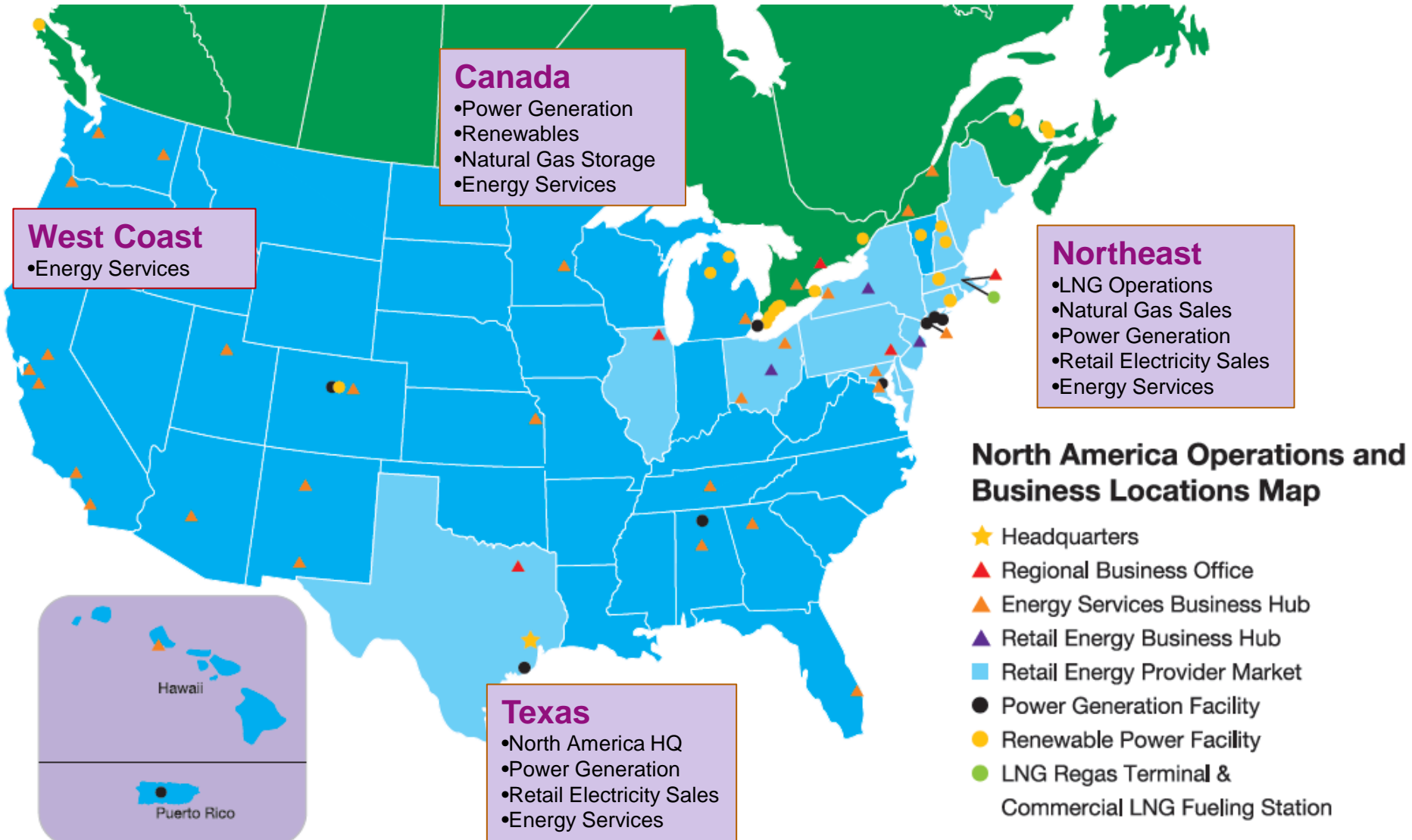
ENGIE North America: One of the Regional BUs



North America Key Facts

- **\$4.2 billion** (U.S.) 2016 annual revenues; approximately **3,500 employees** working in the region.
- **No. 1** LNG terminal player in the United States and among the most active LNG trucking operations in the world. The terminal can sustain a vaporization capacity of **700 Million cubic feet/day** and truckloading capacity of 100 Mcf/day.
- **No. 3** largest non-residential retail electricity supplier in the United States serving commercial, industrial and institutional customers in 14 markets, including nearly 50 percent of *Fortune* 100 companies. Growing customer base of residential and small business electricity customers under the Think Energy® brand.
- Generating power from a diverse fuel mix portfolio in which nearly **100 percent** produces no carbon emissions, or very few.
- **Top 5** wind operator in Canada and in the regional renewables portfolio, operating facilities with a generation capacity of nearly **1,000 MW**.
- Helped customers identify and achieve more than **\$4.1 billion** in energy savings in commercial, industrial, institutional and municipal sectors and processing **\$20 billion** in energy billing costs
- Managing more than **25 million square feet** of buildings and active in **8 airports**.

ENGIE's Footprint in the U.S. & Canada



Natural Gas and LNG in North America

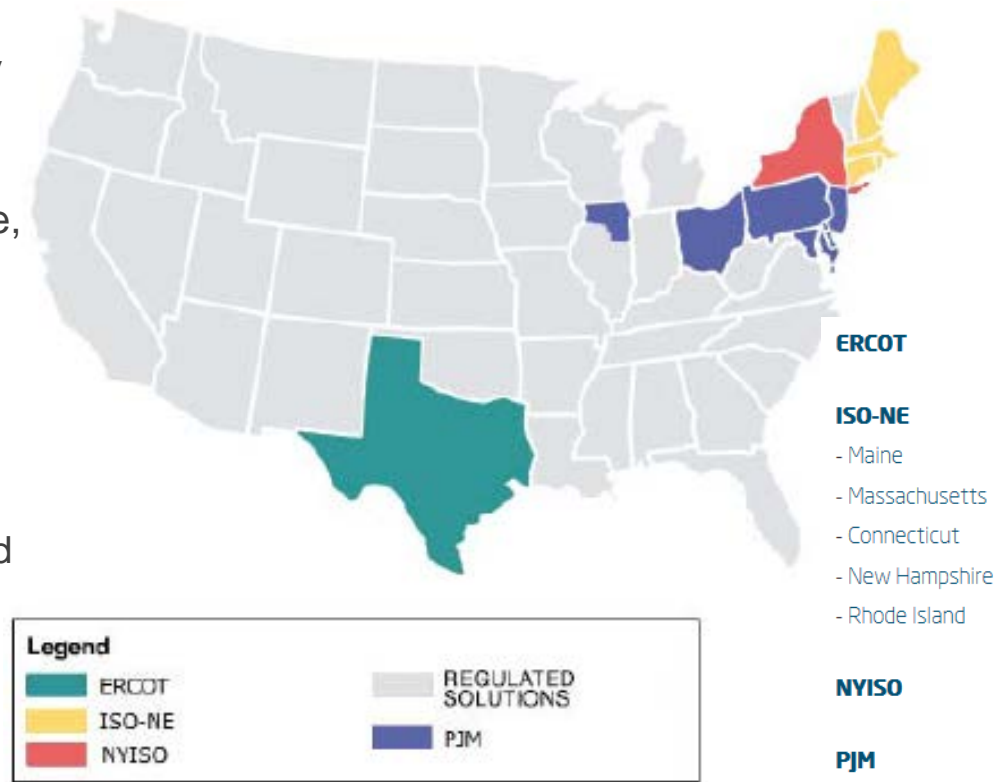
- The No. 1 LNG importer and terminal operator in the United States, ENGIE has a proven history of innovation and an exemplary record of safety and reliable operation.
- Through its Everett Marine Terminal the company serves nearly every gas utility and key power producer in New England.
- During the summer of 2017, the Everett Marine Terminal looks forward to welcoming its 1200th cargo – a U.S. LNG industry first.



Retail Electricity: Commercial, Industrial & Residential

One of the largest non-residential retail energy suppliers in the U.S., serving commercial, industrial and institutional customers in 14 markets: Connecticut, Delaware, Illinois, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Ohio, Pennsylvania, Rhode Island, Texas and Washington, DC.

- Serves nearly 90,000 accounts for customers having a peak demand ranging from 50kW to more than 200 MW, with an estimated peak load totaling nearly 13,000 MW.
- Supplies energy for nearly 50 percent of Fortune 100 companies.
- Think Energy, the retail electricity provider to residential and small business customers, serves customers in Connecticut, Delaware, Illinois, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Ohio, Pennsylvania, Rhode Island, Texas, and Washington, D.C.



Power Generation

- In North America, the company owns and/or operates a diverse portfolio of generation facilities with nearly 100 percent of them producing no or very few carbon emissions.
- Operating more than 1,000 MW in the portfolio produced by combined heat and power (CHP) units located within commercial or industrial facilities and using waste heat from an onsite generation system to provide for heating and chilling needs.
- Generating nearly 1,000 MW from renewable power sources, the North America renewable portfolio consists of wind, solar and biomass/biogas assets.
- In Canada, ENGIE is among the Top 5 wind developers, with assets in Ontario, the Maritimes and British Columbia.



Strategy in Action in Our Energy Supply Businesses

Retail Energy and Services

Opportunities in Energy Transition Context

- Predictive energy management and diagnostics
- Distributed power solutions (e.g., solar, CHP)
- Price responsive demand; peak demand reduction
- Energy efficiency programs
- Renewable electricity plan for residential and small business customers via Think Energy

ENGIE examples

Mobile commerce



Rooftop solar



Energy services



Energy consulting



Generation

- Contracted power and Combined Heat and Power
- Utility scale and community solar
- Grid services

Industrial CHP



Contracted renewables



Gas/LNG

- Utility and power generation supply via multiple pipeline connections and large trucking operation

LNG distribution



Energy Services: Commercial, Industrial & Municipal

ENGIE provides commercial, industrial and municipal customers across the United States and Canada with energy management, facilities operations and maintenance, and energy and water infrastructure design and construction services.

- Completed more than 1,000 public sector and commercial and industrial energy management projects.
- Deployed energy storage projects at 150 sites to help customers reduce electric bills by as much as 30% and bolster the stability of the electric grid.
- Managing more than 25 million square feet of buildings.
- Active in 8 airports in North America.
- Via energy and sustainability management platforms, serving customers that utilize more than 8 percent of the commercial electric load in the United States.



New Service Offerings to Optimize, Reduce and 'Green' Energy Consumption for C&I Customers

Measurement and management

- Online tools to **remotely manage and benchmark** multiple client locations (“see more, save more, sustain more”)
- \$2 billion in cost savings for clients, **12.9 million t CO₂e** reduction in **in 2014**; 105 million energy efficient light bulbs distributed

+

Energy analytics and engagement

- Acquired October 2015; ‘Big data’ + analytics approach to perform **virtual energy assessments** on commercial buildings, **automate energy audits** and **track efficiency projects**
- Analyzed more than **3 billion sq. ft. office space**, identifying **6 TWh of annual energy savings** (6% additional reduction potential in Boston*)

+

Energy supply and optimization

- Conventional and renewable energy products, supplied from the grid
- Economic **demand response**; demand charge management (**VRewards program** to reduce peak energy consumption)
- **Solar PV** for C&I customers; Community solar; **Energy Storage**

* From the Building Genome Project for Boston. Boston renowned for EE efforts, ranking #1 in 2013 City Energy Efficiency Scorecard
Source: Ecova, Retroficiency, ENGIE

Investing in Start-up Technologies

Venture Investments

TE~~N~~DRIL™

Residential load modeling; customer engagement

KiWiPOWER
demand management

Economic demand response

kWh analytics

Solar asset data & analytics platform

sigfox

Low cost, low bandwidth communications (Internet of Things)

Innovation Consortia; Venture Funds

ENERTECH CAPITAL

Limited Partner in energy venture funds

GREENTOWN LABS

Support ecosystem for entrepreneurs and innovators